A Culture of Sustainability

NDIA 30th Environmental & Energy Symposium

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April 6, 2004

About GETF

- Not-for-profit organization, est. 1988
- Mission – mainstream sustainable development with information, tools & technologies
- Bridge between energy & environmental sectors
  at Federal, State & business levels
- Reputation as honest broker/facilitator, domestically & internationally
- Ability to leverage resources & partnerships

Today's DoD: Strategic Imperatives

- Support war fighting in multiple theaters
- Co-exist positively with all communities
- Minimize cost and use of materials and services
- Build Morale
- Risk Management – writ large

Operationalizing Sustainability

The goal today:

- Celebrate progress
- Define the next sustainability challenges
- Promote integration and partnering—culture change

Is the corporate model applicable?

The Department's Culture

- High performance-high results orientation
- Unique culture, yet capable of leveraging ideas from other institutions
- Centrifugal bureaucratic forces
- Market-making procurement power
- Use of technology to advance mission

The Case for Going Beyond Compliance

- Cost savings
- Reducing added risk and time
- Domestic and international good will/license to operate
- Improved mission outputs
- Morale
- “Preparedness” for global scenarios, including a carbon constrained world

Critical Success Factors

- Get beyond stovepipes
- Integrate into mission priorities while improving quality
- Partner and develop models

An Organizing Construct: EMS

- Not the only answer, *but*
- Creates openness throughout organization to new ideas in technologies
- Develops common language to enable partnering with suppliers, neighbors and other organizations

Operational Excellence:

A Systems Approach

Systems Approach = Positive ROI = Mission Enhancement

Partnerships are Essential:

Outside the Fence

- Collaborate with external partners – communities, regulators, industry, contractors, NGOs, other service branches, and Federal agencies

- Develop innovative partnerships – V-REMS (Virginia Regional Environmental Management System)

Corporate Approaches

- Leverage industry practices to enhance DOD mission
- **Innovest** – evaluates performance & competitiveness based on business case drivers:
    - Regulatory & policy trends
    - Technology needs, solutions & trends
    - Local demands, community and NGO relationships
- **GEMI** – promotes industry collaboration & information exchange
    - Fosters excellence through strategy & tool development – water & sustainability planning, EHS link to shareholder value

Industry Successes

- **Interface** – transformed business objectives
- **Smithfield** – from compliance crisis to renewable energy
- **Motorola** – linking success to sustainability practices through EMS, air, water & land programs
- **Georgia Pacific** –product stewardship & life-cycle management (wood and fiber procurement & manufacturing)
- **3M** – implementing emissions & toxic release reductions, life-cycle & P2 management, community investment

DOD Successes

- Enhance mission through sustainability – energy & resource efficiency, P2 & land management, equipment & facilities, etc.
- Army Installation Sustainability Program – train leaders, document environmental baseline, develop plan, roll out EMS
- Air Force energy efficiency practices –wind, solar, geothermal, fuel cells
- Navy environmental readiness and “building green” programs

Next Steps: A Few Thoughts

- Systematically compare notes with businesses that have built an EMS platform
- Partner with agencies such as national labs, EPA and others
- Develop initiatives in each community beyond the fence line (watershed/airshed partnerships)
- Explicitly link mission needs to sustainable resources – Applied RD&D
  - $200/gallon gasoline
  - hybrid vehicle burning biofuel = 300 mpg

Develop Shared Centers of Excellence

- Energy
- Water
- Chemicals
- Waste
- Habitat

Accessed by Procurement, Installations, Operations

The Military Tradition of Leadership

- In protecting and preserving our way of life
- In modeling a sustainable way of living
- The Challenge: Partnering across organizations